

Coastal Water Quality Improvement Project

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Organizational Assessment of the Negril Chamber of Commerce

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EXECUTIVE SUMMARY

The vision of the Negril Chamber of Commerce (NCC) for Negril sees a situation where its role (environmental, education, commercial and civic) in the current and future development of the town, already expanding. The NCC has therefore identified a need to assess the organizational structure of its Secretariat.

The assessment is toward equipping the Manager of the Secretariat and her staff to undertake duties and roles which are separate but not mutually exclusive of the Board of the NCC. To this end it is being recommended that the Manager be given more autonomy to carry out the policies of the NCC, purpose and implementation projects and carry out fundraising activities. The other members of staff will be taking on other responsibilities previously carried out by the Manager like managing the office services and Vendor's Plaza and preparing minutes of meetings. It is also being recommended that additional members of staff be taken on, part time a first to carry out the function of Marketing and Investment and Research because these roles are implicit in the future development of Negril. The Board is being recommended to concentrate on its core role of policy making, business and commerce development and fostering international links with related organizations toward increasing investment and sharing and learning experiences.

Recommendations have also addressed the human resource development of the staff i.e. compensation, performance evaluation, communication and training and succession planning.

1. INTRODUCTION

Negril is one of Jamaica's premier tourist resort situated in the Western part of the island. Negril is imbued with natural beauty in its beaches and wetlands. Over the years the population and development of Negril have grown from a sleepy, 'hippy' village to a resort town that seeks to preserve its environment in the face of development. One of the engines of this preservation has been the Negril Chamber of Commerce which started out as an interest group that monitored and fought successfully an intention to mine peat in the wetlands.

1.1 Background

The Negril Chamber of Commerce (NCC) was established in 1983 and registered as a company in 1988. It is a broad-based community organization working toward the sustainable development of Negril. Over the years the Chamber has played a pivotal role in the development of the community involving a wide cross section of the business community including small business operators such as the craft vendors, and the hair braiders to large corporations such as the Sandals Group, Teachers and Minibus Operators.

There are fifty-seven members of the NCC. The community employs at least six thousand persons who travel into Negril daily from outlying towns in Westmoreland and Hanover.

Because of the concern to preserve its delicate environment, at least two environmental interest groups with specific mandates have emerged from the NCC. They are the Negril Environmental Protection Trust (NEPT) and the Negril Coral Reef Preservation Society (NCRPS).

Negril has numerous problems associated with poor infrastructure (sewage and roads, emerging and increasing squatters and itinerant vendors).

However, the NCC has had its positive effects through developing a good relationship with the security forces and the low crime rate, civic pride which it has passed on to its members and the wider community and a 'watchdog' on developments that may be contrary to the preservation and sustainability of the environment.

The Chamber has taken a holistic approach to development focusing on issues such as squatting, preservation of the ecosystem, vending, policy, housing, transportation, water quality etc. Negril is a major tourist destination with a focus on eco-tourism. Consequently, the importance placed on the proper management of the environment.

Members' Vision for the NCC

1. Negril will reach the stage where government is willing and able to provide all the basic infrastructural needs so that the Chamber can focus its core function of commerce.
2. To reach a stage where levels of participation, in the Chamber, are significantly increased.
3. To reach the stage that sees a significant reduction in the personal time spent by Board Members carrying out the Chambers activities.
4. The Chamber of Commerce needs to become more focused.

Some of the members agreed that the NCC has done a lot for the small business people but felt that the NCC could have been doing more to help them, e.g., reduced charges during low season for rent. However, the Vision for Negril is the same overall between the members and the Board of the NCC.

Current Mission Statement

“The promotion and development of industry and commerce on a sustainable basis, the implementation of projects for the improvement of the social and physical environment and the enhancement of community and international relationships.”

2.0 OBJECTIVES

The Coastal Water Quality Improvement Project (CWIP) has formed a partnership relationship with NCC to develop its ability to manage, as a private sector concern, environmental initiatives critical to sustainable development of Negril especially that of providing improved coastal water quality. Toward this objective, the NCC has identified the need to assess its current organizational structure toward its improvement and possible restructuring, with the assistance and support of CWIP.

Main Objective

To assess the current organizational status of the Negril Chamber of Commerce.

Detailed Objectives

- (i) To review and evaluate the NCC’s mission, objectives and staff functions.
- (ii) To assess the functions and roles of the Board members of the NCC in relation to the operation to the organization.
- (iii) To make recommendations toward improving NCC employees’ function and performance.
- (iv) To make recommendations for the organizational strengthening of the NCC.

3.0 METHODOLOGY

Primary information was obtained through the use of questionnaires (Appendix 1 for the Manager and 2 for the other members of the administrative staff), interviews and observation.

Questionnaires were administered to all members of the administrative staff toward the preparation of the interviews that followed. All members of staff were also requested to complete a form requesting information about their jobs.

Most of the Executive Board members were interviewed about current operations, challenges and their vision for the future. Additionally other members of the NCC were interviewed regarding the service now provided by the organization and their ideas for its continuance and change.

Two visits were made to Negril during which observations were made of the work environment, and the daily operations of the NCC secretariat.

4.0 RESULTS AND EVALUATION OF ORGANIZATIONAL STRUCTURE

4.1 Organizational Structure

The organizational structure is the basic framework within which the executives decision-making behaviour occurs. The quality and nature of the decisions made are influenced by the nature of the structure. It is concerned with the grouping of activities in such a manner that the organizations' objectives are attained.

The Negril Chamber of Commerce Limited (NCC) has eight positions which are Manager, Accountant (part-time), Administrative Assistant (part-time), Secretary, Accounting Clerk and two Ancillary staff members (Appendix 3 for the current organizational structure). Some of the activities of the Chamber are performed out of the private offices of the executive members of the Board.

(a) Reporting Relationship

The Manager reports directly to the President of the NCC, and all the other members of staff reports to the Manager, including the part-time employees. The Accounting Clerk works under the supervision of the part-time Accountant. The two members of the Ancillary Staff are supervised by the Secretary.

(b) Review of Current Job Descriptions

i. Manager

A job description is in place but there us no job specification highlighting required attitudes, skills, experience and education required. The current job description also does not give a complete overview of the total responsibilities of the manager. Additionally it appears that the manager does not have complete authority to make certain decisions which should be routine at this level. The Manager, apart from carrying on the core responsibilities of the NCC, has a number of mundane duties included in her function, e.g., taking and preparation of minutes for meetings. This is time consuming.

ii. Secretary

A job description is in place but there is no job specification highlighting the required attitudes, skills, experience and education required. The secretary currently operates as an Administrative Assistant, but has little or no decision-making powers. Additionally the secretary maintains petty cash impress, and act as contact person for the Vendors' Plaza.

iii. Accounting Clerk

A job description is in place. The information which was provided indicated that the incumbent understood clearly what was required. She currently provides clerical and secretarial support to the Manager and Secretary.

iv. Ancillary Staff

A job description is in place. Further information was provided which indicated that the incumbent understood clearly what was required.

v. Part-Time Staff

- Accountant

No job description is in place. However, information was provided which indicated that the incumbent understood clearly what was required.

- Administrative Assistant

No job description is in place. However, information was provided which indicated that the incumbent understood clearly what was required.

(c) Committees

The NCC utilizes its members by the way of their involvement on committees which are established at times to monitor and oversee special projects. However there are three standing committees, viz. Education, Finance and Environment. There are five members of the Executive of the NCC who are responsible for selecting the Chairperson of each committee. The Chairperson, once selected, is responsible for constituting the committee for effective operation.

It is hampered by the fact that the same members tend to be active in nearly all of the functioning committees thus creating a situation where some board members are overwhelmed with work. This in most cases increases the pressure on the Secretariat as the Chamber is currently operating outside of its core portfolio, e.g., resolving the infrastructural problems of Negril. The Board should be policy forming, approve the work plan of the Secretariat, monitor the Budget and seek financial assistance for projects. See Section 5.2 for the specific portfolio under which the Board should operate.

(d) Relationship Between the Board and the Secretariat

There is a very good relationship between the Board and the Secretariat from a social perspective. This is so because of:

- The small size of the organization;
- The current manager is the first manager of the formal organization;
- Most of the executives of the board are founding members.
- Most board members take a keen interest in the welfare of the staff.
- The proactive style of the current manager.

4.2 Management Style

The NCC operates with a democratic style of management. Employees are made aware of changes whenever they are being made, and are encouraged to make suggestions for the improvement of the organization. Teamwork is fostered. Given the small size of the organization, and information provided about the jobs, it appears that there is little freedom on the job to utilize individual judgment with the exception of the manager.

The staff is satisfied with the level of supervision they receive on the job and also with the level of interest shown for their personal development by the management of the NCC.

4.3 Staff Relations

The Board and management of NCC have a good relationship with its staff. However, given the way the organization is structured, it could be destroyed if it operates independently as a

Secretariat should. Some of the executive board members now perform some of the activities of the secretariat out of their own private business places. If this is reduced significantly, it would mean an increase in the Secretariat's workload particularly that of the manager. This would mean increased demand for work to be done after normal working hours on a daily basis and on weekends. This will definitely impact on the team spirit and morale.

4.4 Systems and Procedures

Communication System

Written communication is mostly between the Secretariat and external agencies. There are few instances of internal written communication (e.g., memos) because of the small size of the Secretariat. However, oral communication internally is facilitated by telephone on occasions. Communication is mostly done orally and with external agencies facilitated mostly by telephone, fax and Email.

Grievance Procedure

No written grievance procedure is in place although certain rules have been established.

4.5 Record Keeping and Maintenance

Filing

In the small office of the NCC there is evidence of automation. Word processing facilitated are in place. However, the 'Vertical Filing' system is the most common method used and facilitated by a number of filing cabinets. There seems to be no policy regarding the retention of filed material, destruction or microfilming. Old inactive files are stored in boxes.

The NCC is now in the process of changing the classification system of filing from alphabetical to subject.

Equipment

The NCC Secretariat is equipped with computers, a printer, a photocopier and a Scanner. Currently no one in the office is able to use the scanner effectively.

Data Processing

Accounting records are currently being updated and stored on the computer by the accounting clerk, who is currently being given basic training on the use of the accounting software.

Reproduction

The NCC has the capacity to provide for its needs and to offer this service to the members of the public, at a cost.

4.6 Training and Development

The NCC is a very small organization which was founded on the basis of volunteerism. The organization was and is still community focused and, consequently, the staff that was required then had to have strong community relations and communications skills. However, while the Chamber sees community development in a holistic way, the current environmental imperatives demand a balance between community social work and the development of a focus on commerce. If this is done, training and development will be even more important. The NCC has

been providing its staff members with computer training as they introduce this technology to assist in upgrading the record keeping and their maintenance.

However, a close examination of the qualifications of the current staff members indicates a need for training in the areas of project management, strategic management, marketing, customer service, accounting skills and communication.

One member of staff is currently continuing her education. Another wants to continue her education but finds it currently inconvenient to do so.

4.7 Staff Evaluation

The current Staff Evaluation system at the NCC Secretariat focuses on a list of duties and not on performance objectives which should be tied to the overall objective or work plan of the organization. It is currently done on an annual basis with the exception of probation.

5.0 RECOMMENDATIONS

5.1 Introduction

Small organizations tend to be less formal or systematic than in larger ones. Organizations that do not try to make a profit differ greatly from each other as they all have different reasons for existing. They also differ from profit making organizations in the following ways:

- (i) Influence of the customer may not be strong;
- (ii) Service provided may not be easily measurable;
- (iii) Resolution of conflicts may be achieved mainly by the strength of character of the 'leader';
- (iv) Managed for short term budget cycles, rather than long term cycles; and
- (v) It may be managed for personal goals, rather than considering changes in its mission because of changing external circumstances.

5.2 Functions of a Chamber of Commerce

Consequently, there is a need for a more professional approach to such organizations. It is therefore important to be clear about the objectives of a Chamber of Commerce which is being recommended to the NCC and may be summarized as follows:

- (a) Providing business representation;
- (b) Development of international trade services;
- (c) Developing a range of discounted benefits for its members; and
- (d) Continuance of its current environmental activities.

The Negril Chamber of Commerce has, over the years, taken on projects and activities which are the responsibility of central government and local authorities. As a consequence the community has grown to expect too much from the Chamber. In addition, with the current economic

environment, the ability of the Chamber to respond to these expectations has been reduced. It is therefore timely that the Chamber decreases its involvement in 'non-chamber' activities while strengthening itself to perform the role of a Chamber.

However, one of the ways that the NCC and the Secretariat may achieve focus and strengthen its role, is to operate from a work plan.

5.2.1 Work Plan

Usually any successful Chamber of Commerce operates from a work plan which is coincidental with its financial year.

A work plan is being recommended for the NCC to assist in planning, strategizing, maintaining scheduling, develop flexibility to accommodate changes, prioritize its activities and source funding. The plan must be developed by the Manager who will design it to fit the capacity of the Secretariat. The Board will review and approve it. The flexibility and scheduling, built into the plan will dictate or determine the ability of the NCC to accept or reject the numerous ad hoc projects that may arise.

5.2.2 Negril Municipality

It is recognized that given the nature of the Negril community there needs to be a body that will take up responsibility for some of the activities that the Chamber is involved. These are important activities. It is therefore our view that Negril is in a unique position to start lobbying for its own municipality like Portmore. Such an organization could take on the responsibility of activities related to infrastructure (education, health, drainage etc.) and the environment. It is also recognized that this lobbying activity will take several years before it materializes. Consequently it is the view that the Chamber should try to shed all 'non-chamber' activities in ten years.

5.3 Organizational Structure

The current organizational structure is hierarchal, (see Appendix 3). An organizational structure focusing on small teams would best suit the Chamber. These small teams would concentrate on achieving specific objectives. (See Appendix 4 for the proposed organizational structure.) Each of these teams would form support services for each of the Board's working committees.

(a) Reporting Relationship

The Manager would continue to report to the Board President, while the Administrative Assistant, Secretary, Accountant, the Marketing and Investments Officer would report directly to the manager. The Accounting Clerk would also report directly to the manager with a strong functional relationship with the part-time Accountant. The Research Assistant would also report to the Manager with a strong functional relationship with the Marketing and Investments Officer. The Secretary would supervise the Ancillary Staff.

(b) Job Descriptions

Full Time Staff

(i) Manager

This job description has been adjusted to give the manager more time and authority to deal with issues at a policy making level (Appendix 6a). Policies should be developed by the Board and Manager. The Board should give the mandate to the Manager to execute the

policies. The Board needs to divest the Manager of the mundane activities like the taking of minutes for meetings and the daily management of the Vendor's Plaza.

The Manager needs to be involved in project formulation and implementation and fundraising. The Board needs to give the Manager its full support and autonomy. This will also assist and strengthen the operation of the Secretariat as currently the Manager's subordinates recognize the lack of authority and autonomy.

(ii) Secretary

Adjusted to reflect secretarial, administrative and supervisory functions. (Appendix 6b)

(iii) Administrative Assistant

Currently a part-time position it was adjusted to reflect full-time responsibilities, including for the daily operations of the office. (Appendix 6c)

(iv) Accounting Clerk

Adjusted to reflect duties in more detail. (Appendix 6d)

(v) Research Clerk

A new full time position introduced to update the Secretariat data base on business activities in Negril, and other data to support the work of the Chamber. This position is intended to give direct support to the part-time Marketing and Investments Officer and the Manager (Appendix 6g).

(vi) Ancillary Staff

Updated to reflect flexibility. The job description of the Cleaner and the Groundsman has been adjusted so that they are required to do any job assigned (Appendix 6h).

Part-time Staff

These positions may continue to operate on a part-time basis until the Chamber is in a position to operate them full-time.

(i) Accountant

Job description adjusted (Appendix 6d).

(ii) Marketing and Investments Officer

This is a new position. The incumbent will be responsible for guiding the Chamber in its marketing and investments activities. Tourism will remain the central commercial activity in Negril. Although government organizations (Jamaica Tourist Board and JAMPRO) are to assist Negril with tourism development and investment, their effects are not felt. The NCC must therefore continue to research, inform and encourage investments in Negril.

This position of the Marketing Investments Officer will focus on marketing Negril as a destination on behalf of small business operators. It is anticipated that this will attract new investment particularly in the area of light industries, and develop a network with business organizations both locally and internationally. This position will be critical in getting the

Chamber to be more focused and functional to its core of commerce and development. The job description for this position is in Appendix 6e. This position will be part-time initially but can become full time depending on the finances of the NCC and the volume of business.

(c) Committees

Committees are established on a needs basis with three long standing committees namely Education, Environment, and Finance. It is recommended that there be four standing committees dealing with the following areas:

- (i) Finance and Investments
- (ii) Marketing and Promotions
- (iii) Education
- (iv) Environment

All twenty members of the Board should be involved with one of the committees, and each committee should be chaired by one of the four Executive Board members except the President.

(d) Relationship Between the Board and the Secretariat

In an effort to strengthen the functional relationship between the Board and the Secretariat, it is proposed that the administrative staff be divided into three teams. Each of these teams will provide support services such as taking minutes of meetings and following up on decisions taken at the committee levels. The Manager will not be on a Team formally but will be free to 'float' amongst the Teams and assist or give advice as becomes necessary. The three teams and their Committee relationship will be as follows:

Teams	Related Committee(s)
Team 1	
Administrative Assistant Secretary	Education Environment
Team 2	
Marketing and Investment Officer Research Assistant	Marketing and Investment
Team 3	
Accountant Accounts Clerk	Finance

Each committee should establish their objectives annually which would be put to the Board for approval. If approved by the Board, they become a part of the organization's objectives for the year and incorporated in the work plan.

5.4 Management Style

It is recommended that both the President and the Manager delegate more of their responsibilities.

The President and Board should not be involved in the daily activities of the NCC Secretariat. Policy making matters and major financial decisions on large projects should be part of their

function. In addition, encouraging investors to the Negril area and liaising with relevant international organizations should also be a part of their function.

The Manager, however, should be given more autonomy in executing the policies of the NCC, the projects (proposals and implementation) of the NCC and devising and maintaining a work plan and conducting fundraising activities. The Manager should also act in an advisory role to the Board.

In order to divest the Manager of the task of taking and preparing minutes of meetings, each staff member who is a member of a Committee should take the minutes for the respective Committee. The Secretary should take the minutes for the Board meeting.

Efforts should also be made to continue to build the team spirit. This could be done by providing incentives by offering certificates to the most outstanding employee in a particular area of the Chamber's operation, and implementing a reward scheme.

5.5 Systems and Procedures

In a small office like the NCC there is advantage to office automation. Current attempts to improve the accounting data by computerization are steps in the right direction. It is recommended that NCC increase its use of technology as this would have the following advantages:

- (a) Containment of labour cost while productivity per employee will be increased
- (b) Greater volume of total work will be completed.
- (c) Increase in the availability and accuracy of information.
- (d) Updating of data will be faster.
- (e) Communication between persons far apart will be more efficient; (e.g. Email).
- (f) Access to data will be available from many locations; (e.g. Internet access).
- (g) More time will be available for main area of work of individuals; (less time on communicating. Filing and retrieving).
- (h) Improved Record keeping and maintenance.

5.6 Training and Development

It is recommended that the existing staff be given access to training in the following areas:

Position	Training Needs
Manager	Project Management Financial Management Marketing
Administrative Assistant	Management Project Management Public Relations

Position	Training Needs
Secretary	Supervisory Management Customer Service Desk Top Publishing
Accounting Clerk	Accounting Customer Service

All members of staff should continue to get training in the use of various relevant computer software.

5.7 Staff Relations

Staff Relations are excellent at the moment. However, as the number of projects managed by the Chamber increases, the deterioration in relationships becomes a possibility due to increased work pressure and stress. This should be controlled by the above recommendations regarding the organizational structure and the work of the committees. The work will be evenly distributed, and it will facilitate increased participation.

5.8 Communication

In addition to the usual methods of communicating i.e. Faxes, memos and E-mail, a formal monthly staff meeting should be held where staff members report on their various activities involving the office and the Committees. This gives the staff members an opportunity to articulate their opinions, concerns and grievances with a view to finding solutions, adopting ideas and encouraging the contributions.

5.9 Staff Evaluation

A recommended staff evaluation format (Performance Evaluation Form) has been set out in Appendix 7 to ensure fair and equitable means of evaluating the achievement of the staff. This would be conducted annually for appointed and permanent staff members and every six months for the temporary and probationary ones.

The Manager's performance will be done by the Board's Executive. Each member of staff will conduct the performance evaluation for his or her subordinate as guided by Appendix 4 in the proposed organizational chart.

5.10 Compensation

Compensation is generally influenced by a number of factors, however in the case of the NCC they are:

- Ability to pay
- Conditions of the labour market
- Living costs

(a) Ability to Pay

NCC's only source of income are membership, fees, fundraising events and the provision of office services e.g. fax and photocopying.

(b) Conditions of the Labour Market

Very few professionals work in the area and those that do work with the large hotels. There is a tendency for individuals who are well trained to leave the area. Given the low education levels of those who remain, most employees are from out of the area.

(c) Negril is a High Cost Area, Particularly as it Relates to food And Accommodation

Current Salaries:

While they are comparable with government rates, when compared with Peat Marwick salary surveys (Jamaica) for 1998, they are out of line, particularly the Manager.

Recommendation:

Salaries should be reviewed on a biannual basis. To be in a position to attract the quality staff as reflected in the Job Descriptions, salaries should be adjusted as follows:

- (i) Manager - 30% increase
- (ii) Other staff - 15% increase

5.11 Human Resource Development

The Human Resource Development plan will encapsulate all the recommendations made in Section 5 of the report. This plan would include:

- A work plan which will show the tasks needed to be accomplished within a time period and which will guide the human resource capacity required.
- An organizational structure to reflect the human capacity existing and needed.
- Communication strategies to include regular meetings.
- Hiring and firing of staff.
- Appropriate compensation package.
- Promoting teamwork.
- Motivation and incentive rewards.
- Succession planning.
- Training staff members in keeping with the goals of the NCC.
- Evaluation of staff members for performance measurement, identifying the gaps and assist in succession planning.

QUESTIONNAIRE**Negril Chamber of Commerce
Manager**

Purpose

Your company would like to know what you think about its management style, staff evaluation process, delegation of duties record maintenance systems and procedures. This questionnaire is designed to help you inform us of your ideas and opinions quickly and easily without signing your name. All you have to do is to put an 'x' in the relevant box by each statement to show how you feel. It is easy to do and you may be frank in your answers.

Read each statement carefully and decide how you feel about it. You will agree with some statements, and you will disagree with others. To help you express your opinion, three possible answers have been placed beside each statement i.e.

Agree

Undecided

Disagree

At the end of all the statements you will find a space to write your comments. In the space we would like you to write anything about your job or the company that is important to you. If something is irritating or annoying for you, please comment on it. If something is pleasing or satisfying please comment on that also. Or if you have a suggestion to help your job or the company, write that also.

Questions	Agree	Disagree	Undecided
Management Style			
1. My Supervisor is too interested in his own success to care about the needs of employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My Supervisor is always 'breathing down our necks'; he watches too closely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My Supervisor gives us credit and praise for work well done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The Board/Management at the NCC does everything it can to see that employees get a fair break on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees are encouraged to make suggestions for improvement in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Changes are made at the NCC with little regard for the welfare of employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The Board/Management encourages employees to work together as a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My Supervisor keeps procrastinating; he just 'lets things ride'.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My Supervisor let us know exactly what is expected of us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I have plenty of freedom on the job to use my own judgment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My Supervisor really tries to get our ideas about things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The Board/Management ignores or suggestions.			
Working Conditions			
13. The Board/Management is doing its best to give us good working conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The Board/Management sees that we are equipped to do our job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Poor working conditions keep me from doing my best in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I am satisfied with my compensation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I have the right equipment to do my work.			
Systems and Procedures			
18. The Board/Management does everything possible to prevent accidents at the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The Board/Management, at the NCC, is trying to build the organization and make it successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The Board/Management gives the administrative staff the support necessary to operate efficiently and smoothly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Questions	Agree	Disagree	Undecided
Communication			
21. If I have a complaint to make, I feel free to talk to someone up the line.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The Board/Management informs employees about the NCC's plans and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. The Board/Management keeps us in the dark about things we ought to know.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. The Board/Management fails to give clear orders and instructions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Development			
25. The Board/Management recognizes the importance of training and development for the administrative staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Evaluation			
26. I know how my job fits in with other work in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General			
27. I have a great deal of interest in this organization and its future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I have little opportunity to use my abilities in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. The people with whom I work, get along well together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I can learn a great deal on my present job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. My job is often dull and monotonous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. The Board/Management has a poor way of handling employee complaints here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. You always know where you stand with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. You always know where you stand with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. I am proud to work for this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. I am satisfied with the level of record keeping and maintenance a the NCC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Comments _____			

QUESTIONNAIRE**Negril Chamber of Commerce
Other Members of Staff Except the Manager**

Purpose

Your company would like to know what you think about its management style, staff evaluation process, delegation of duties record maintenance systems and procedures. This questionnaire is designed to help you inform us of your ideas and opinions quickly and easily without signing your name. All you have to do is to put an 'x' in the relevant box by each statement to show how you feel. It is easy to do and you may be frank in your answers.

Read each statement carefully and decide how you feel about it. You will agree with some statements, and you will disagree with others. To help you express your opinion, three possible answers have been placed beside each statement i.e.

Agree

Undecided

Disagree

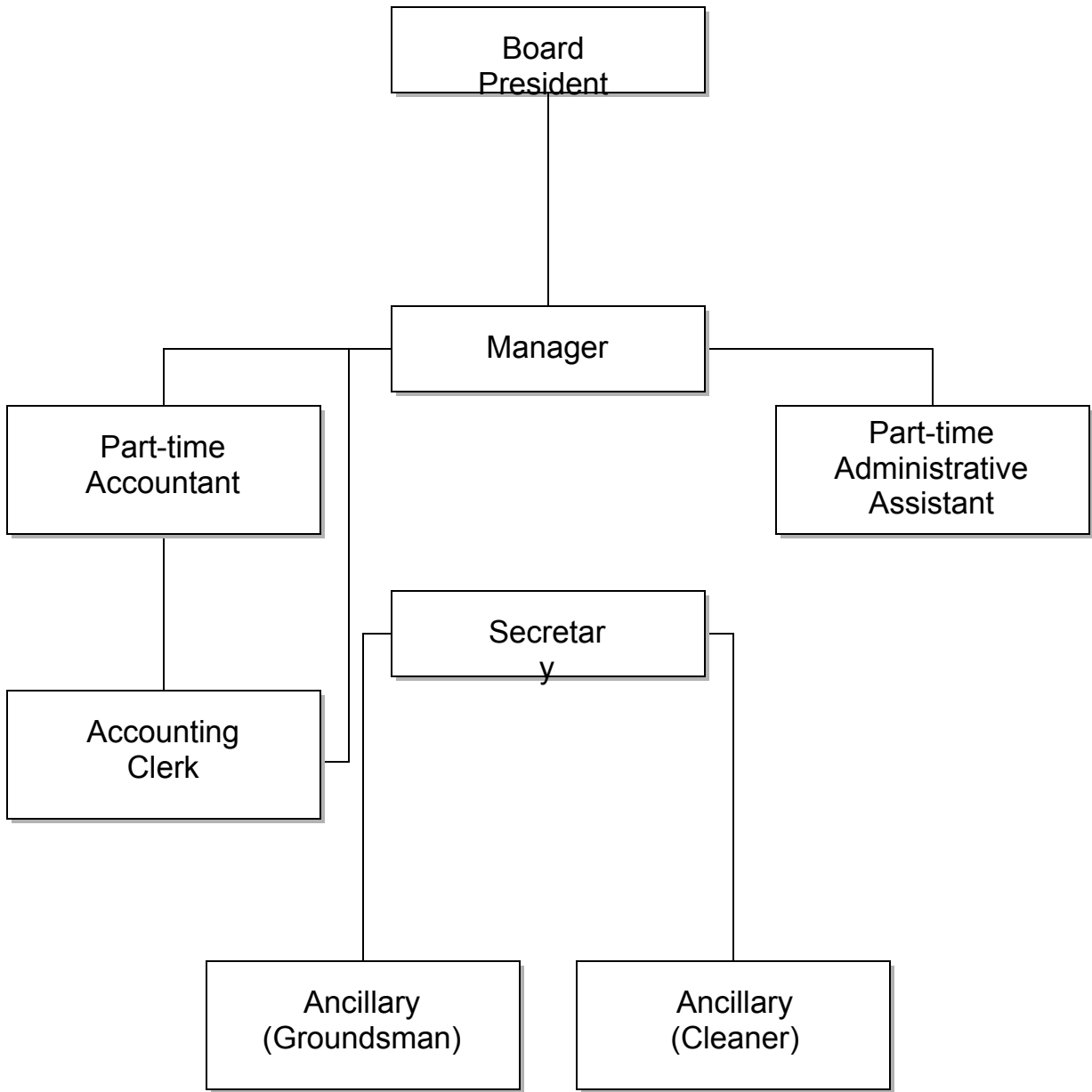
At the end of all the statements you will find a space to write your comments. In the space we would like you to write anything about your job or the company that is important to you. If something is irritating or annoying for you, please comment on it. If something is pleasing or satisfying please comment on that also. Or if you have a suggestion to help your job or the company, write that also.

Questions	Agree	Disagree	Undecided
Management Style			
1. My Supervisor is too interested in his own success to care about the needs of employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My Supervisor is always 'breathing down our necks'; he watches too closely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My Supervisor gives us credit and praise for work well done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Management at the NCC does everything it can to see that employees get a fair break on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees are encouraged to make suggestions for improvement in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Changes are made at the NCC with little regard for the welfare of employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My Supervisor gets employees to work together as a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My Supervisor keeps procrastinating; he just 'lets things ride'.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My Supervisor lets us know exactly what is expected of us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I have plenty of freedom on the job to use my own judgment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My boss really tries to get our ideas about things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Management ignores our suggestions and complaints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working Conditions			
13. Management is doing its best to give us good working conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My Supervisor sees that we are equipped to do our job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Poor working conditions keep me from doing my best in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I am paid fairly when compared with other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I have the right equipment to do my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Systems and Procedures			
18. Management does everything possible to prevent accidents at the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Management at the NCC is usually trying to build the organization and make it successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The organization operates efficiently and smoothly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Questions	Agree	Disagree	Undecided
Communication			
21. If I have a complaint to make, I feel free to talk to someone up the line.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Management informs employees about the NCC's plans and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Management keeps us in the dark about things we ought to know.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Management fails to give clear orders and instructions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Development			
25. My Supervisor ensures that employees are properly trained for their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Evaluation			
26. I know how my job fits in with other work in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General			
27. I have a great deal of interest in this company and its future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I have little opportunity to use my abilities in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. The people with whom, I work, get along well together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I can learn a great deal on my present job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. My job is often dull and monotonous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Management really know its job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Management has a poor way of handling employee complaints here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. You always know where you stand with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. I am proud to work for this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. I am satisfied with the level of record keeping and maintenance at the NCC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Comments _____			

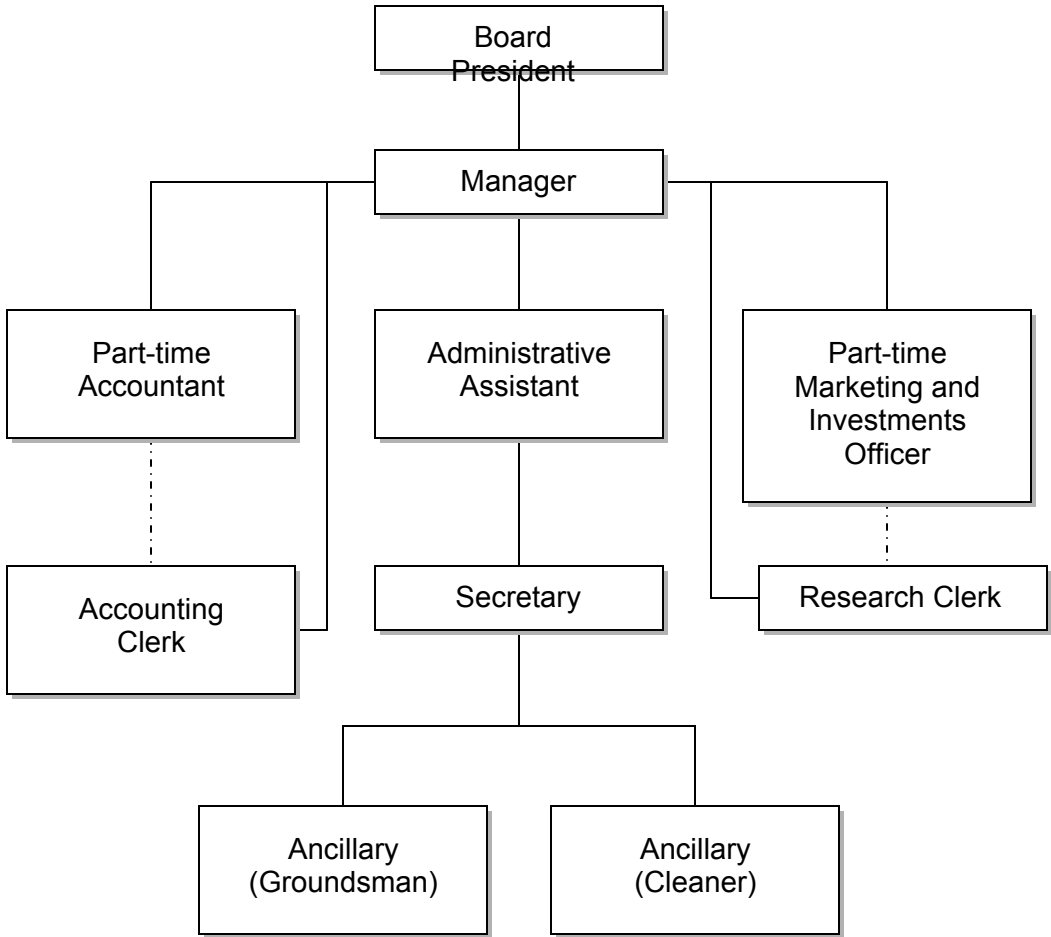
NEGRIL CHAMBER OF COMMERCE

Current Structure

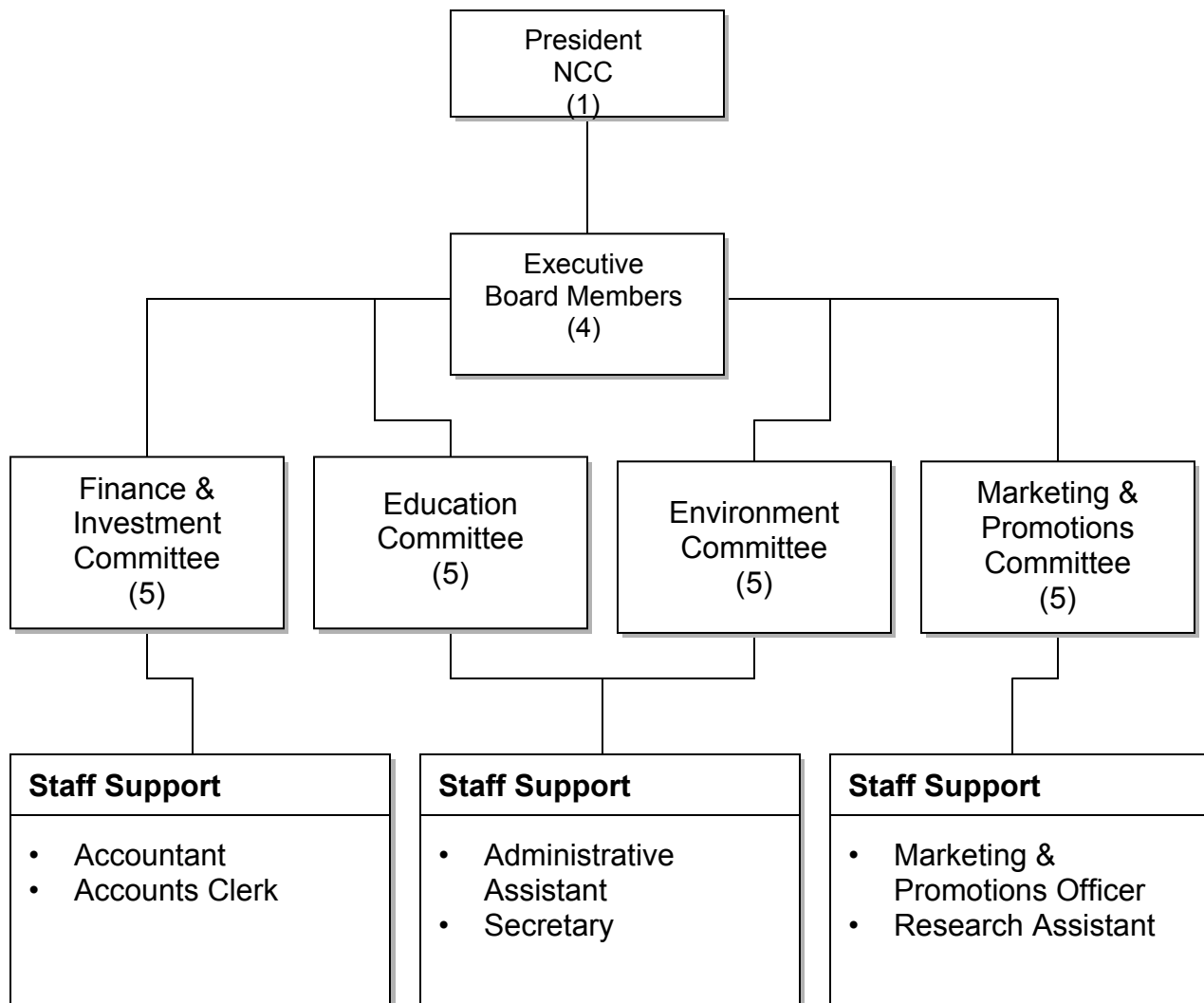


NEGRIL CHAMBER OF COMMERCE

Proposed Structure



FUNCTIONAL RELATIONSHIP BETWEEN BOARD AND SECRETARY



NEGRIL CHAMBER OF COMMERCE**Review of Jobs**

Job Description

Job Title	Manager
Company	Negril Chamber of Commerce
Department	N/A
Unit	N/A

Required Education and Skills

1. A first degree in Management Studies or Business Administration, and Post Graduate qualification in Business Administration.
2. Exceptional communication and human relations skills.
3. Reasonable administrative and supervisory experience.
4. Supervisor leadership, analytical, and problem solving skills.

Specialized Techniques and Knowledge

1. Knowledge of project management and marketing in a service organization.
2. Advance levels of computer, research and quantitative skills.
3. High levels of innovation and creativity.

Required Experience

At least 7 years experience at the senior management level.

Reporting and Organizational Relationships*Report To*

President of Negril Chamber of Commerce

Supervision Given To

1. Administrative Assistant
2. Accountant
3. Secretary
4. Accounting Clerk
5. Ancillary Staff

Functional Relationships

1. Finance Committee (NCC)
2. Environment Committee (NCC)
3. Education Committee (NCC)

Liaises Internally With

1. 1st Vice President (NCC)
2. 2nd Vice President (NCC)
3. 3rd Vice President (NCC)
4. Treasurer (NCC)

Liaises Externally With

1. Negril Coral Reef Preservation Society (NCRPS)
2. Urban Development Corporation (UDC)
3. West End Citizens Association
4. Negril and Green Island Area Planning Authority (NGIALPA)
5. Negril Area Environmental Protection Trust (NEPT)
6. Parish Council
7. Jamaica Tourist Board (JTB)
8. Resort Board
9. Jamaica Hotel and Tourist Association (JHTA)
10. Associated Chamber of Commerce
11. National Environmental Society Trust (NEST)
12. Jamaica Conservation Development Trust (JCDDT)
13. World Conservation Union
14. Government Ministries
15. Heart Trust
16. USAID, GTZ, EFJ
17. Coastal Water Quality Improvement Project (CWIP)

Core Functions

1. Responsible for the effective management of the Secretariat of the Negril Chamber of Commerce (NCC).
2. Provides advise and support to the Board of the Negril Chamber of Commerce (NCC).
3. Makes proposals for and assists the President of the NCC's Board in implementing measures to continuously improve the quality of service given to the Negril business community.

Functional Responsibilities

1. Act as staff liaison to the Board of Directors by providing information related to the NCC's services at regularly scheduled meetings.
2. Direct responsibility for the execution of specific financial management and accounting duties with regards to the following transaction types:
 - (a) Review financial statements schedules and reports.
 - (b) Placement, maturity, roll over or early termination of fixed deposit transaction.

- (c) Checking the payroll.
 - (d) The development of the annual budget and monitoring its implementation in conjunction with the Accountant.
3. Recommend annual Chamber goal to the Board of Directors and ensure that an ongoing evaluation system exists to monitor goals. Periodically report progress to the Board.
 4. Develop, implement, and monitor policies and procedures appropriate to NCC's daily operation. Effectively communicate these policies to employees through manuals and other publications.
 5. Oversee the operation of all aspects of the NCC's operation through supervision of all members of staff.
 6. Ensure that the NCC fulfills its outstanding service contracts and obligations and complies with applicable regulations and standards.
 7. See that all company held properties and facilities are properly maintained.

Authority

1. To approve financial and accounting transactions within the limits approved by the Board.
2. To approve NCC's payroll.
3. The acquisition and disposal of fixed assets.

Performance Criteria

1. Continuous improvement in the quality of services delivered by NCC.
2. Contribution to a high level of cooperation, team spirit and morale among staff, between staff and Board member, and between NCC and the wider community.
3. Continuous improvement in the management of NCC.

NEGRIL CHAMBER OF COMMERCE**Review of Jobs****Job Description**

Job Title	Secretary
Company	Negril Chamber of Commerce
Department	N/A
Unit	N/A

Required Education and Skills

1. Secondary or High School Education with at least 4 subjects in GCE O-Levels or CXC (general) including English Language.
2. Certificate or Diploma from a recognized Secretarial College.
3. Types at a minimum of 80 words per minute.
4. Works well with other people and without close supervision.

Specialized Techniques and Knowledge

1. Computer literate with working knowledge of word processing.
2. Learns and applies new skills and knowledge with routine training.

Required Experience

At least 4 years experience as a secretary with at least 2 years at a senior level.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

N/A

Functional Relationships

Accounting Clerk

Liaises Internally With

Board Members
Accounting Clerk

Administrative Assistant
Ancillary Staff

Liaises Externally With

N/A

Core Functions

Performs secretarial and general office work to assist the manager with administrative duties.

Functional Responsibilities

1. Types executive and customer correspondence; takes and transcribes dictation.
2. Assist in preparing proposals reports, data and research. May attend some meetings, seminars, etc., to take notes, minutes, or to provide information.
3. Performs standard office procedures including scheduling appointments, processing mails, answering phones and ordering supplies.
4. Greets and screens visitors and telephone calls.
5. Files and retrieves records and correspondence. Keep sensitive material in confidence when requested.
6. Observes and implements established policies and procedures.

Authority

N/A

Performance Criteria

1. Regularly informs associates and superiors of deadlines and problems.
2. Tracks the progress of various work assignments and ensure they are on course.
3. Set and maintains high standards in the performance of work assignments.

NEGRIL CHAMBER OF COMMERCE**Review of Jobs**

Job Description

Job Title	Administrative Assistant
Company	Negril Chamber of Commerce
Department	N/A
Unit	N/A

Required Education and Skills

1. First Degree in Management Studies or Business Administration.
2. Responsible leadership, problem solving and organizational skills.
3. Good human relations and time management skills.
4. Reasonable administrative and supervisory skills.

Specialized Techniques and Knowledge

1. Excellent communication skills, both oral and written.
2. Computer literate with research and quantitative skills.
3. Ability to establish and maintain good relations with co-workers, manager and board members.

Required Experience

At least 5 years experience at a supervisory level organizing and coordinating.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

1. Accounting Clerk
2. Ancillary Staff
3. Secretary

Functional Relationships

1. Accountant

Liaises Internally With

1. Finance Committee (NCC)
2. Environment Committee (NCC)
3. Education Committee (NCC)

Liaises Externally With

1. Negril Coral Reef Preservation Society (NCRPS)
2. Urban Development Corporation (UDC)
3. West End Citizens Association
4. Negril and Green Island Planning Committee
5. Negril Environmental Protection Trust (NEPT)
6. Parish Council
7. Jamaica Tourist Board (JTB)
8. Resort Board
9. Jamaica Hotel and Tourist Association

Core Functions

Initiate and coordinate the clerical and secretarial functions required to effectively implement administrative policies.

Functional Responsibilities

1. Maintain and files and correspondence for the executive staff of NCC.
2. Coordinate travel arrangements and schedule appointments for executive personnel.
3. Coordinate special chamber functions.
4. Compile data and statistical information. Draft financial, statistical, narrative, research and or other reports as requested.
5. Arrange, participate in and implement conferences and committee meetings. Coordinate committee activities.
6. Sign on behalf of manager, as delegated, his/her name to correspondence, requisitions, vouchers and other forms of consequence.
7. Assist in coordinating planning activities within the Chamber, including the development of long-range strategic plans.
8. Assist in the preparation of budgets.
9. Interpret, administer, and help formulate company policies.
10. Represent the manager at professional, civic, and government organizations and meetings as directed.

Performance Criteria

1. Continuous improvement in the quality of data storage and retrieval.
2. Contribution to a high level of cooperation, team spirit and morale among administrative staff.

3. Continuous improvement in the administrative services provided by NCC's secretariat.

NEGRIL CHAMBER OF COMMERCE**Review of Jobs**

Job Description

Job Title	Accountant (Part-time)
Company	Negril Chamber of Commerce
Department	N/A
Unit	N/A

Required Education and Skills

1. At least a first degree in accounting or other professional qualification e.g. ACCA
2. Ability to work with details.
3. Good organizational skills.

Specialized Techniques and Knowledge

Knowledge of computerized accounting systems.

Required Experience

At least 5 years accounting experience.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

Accounting Clerk

Functional Relationships

Administrative Assistant

Liaises Internally With

Executive members of the Board
Secretary

Liaises Externally With

N/A

Core Functions

Under the general direction of the manager performs general cost accounting, payroll functions, maintain accounting records and other related duties.

Functional Responsibilities

1. Maintains general ledger, including preparing journal entries, coding invoices, accounts analysis and reconciliation, closing books monthly, setting up new accounts.
2. Reconcile monthly bank statements, verifies all deposits, handles discrepancies and problems.
3. Maintains payroll, including record keeping, processing paychecks, computing government tax liability.
4. Oversees accounts receivables collection from individuals and or institutions, and reconciles customer accounts.
5. Initiates modification/enhancement to computerized system of accounting and management data.
6. Assist outside auditors at year and including preparation of schedules, invoices and explaining and supporting materials and procedures.
7. Perform accounts payable duties, such as verifying all invoices for payment, ensure expenditures are charges to appropriate accounts.
8. Files all appropriate tax forms and reports with government agencies.
9. Updates records for fixed assets and all other financial documents as necessary.
10. Recommends, design and implements any necessary controls.
11. May prepare monthly financial statements to include preparing monthly balance sheet, income statement, report on changes in financial positions/budget variances. May also prepare monthly inventory evaluations.

Authority

N/A

NEGRIL CHAMBER OF COMMERCE

Review of Jobs

Job Description

Job Title Marketing and Investment Officer (Part-time)
Company Negril Chamber of Commerce

Required Education and Skills

1. University degree in Economics, Marketing or Business Administration.
2. Advance degree preferred.
3. Solid experience in analyzing business trends, forecasting, customer and industry survey.

Specialized Techniques and Knowledge

Proficiency in modern marketing research techniques.

Required Experience

At least 5 years experience in conducting market analysis, penetration assessments, evaluating new products and product planning.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

Research Assistant

Functional Relationships

Administrative Assistant

Liaises Internally With

Accountant (Part-time)
Secretary

Liaises Externally With

1. Jampro
2. Resort Board
3. Planning Authorities

4. Jamaica Tourist Board
5. Urban Development Corporation
6. Friends of the West End
7. Jamaica Hotel and Tourist Association
8. Government Ministries
9. Chamber of Commerce (Local)
10. Chamber of Commerce (International)

Core Functions

1. To ensure accurate accounting records for company receipts and/or disbursements.
2. Performing a variety of complex clerical and entry level bookkeeping and accounting work, properly filing out and maintaining accounting records, and preparing financial statistical, and/or technical reports.

Functional Responsibilities

1. Prepares, proofreads, and types payrolls and other financial reports. Assign expense to appropriate cost centres.
2. Prepares and posts accounting documents manually or by machines such as fees, receipts, invoices, requisitions vouchers, expense accounts, and related operating reports.
3. Post requisitions, receipts, and disbursements information to appropriate ledgers or journals.
4. Receives and counts cash, maintains cash book or other control record.
5. Assist in balancing accounts by running tapes, proof reading etc.
6. Files and maintains clerical records and reports pertinent to accounting and bookkeeping or technical operations.
7. Prepares and mails bills or statements or prepare lists of outstanding bills payable.
8. May perform secretarial functions as needed for assigned staff member(s).
9. Perform such other duties as may be assigned.

Authority

N/A

Performance Criteria

1. Continuously maintaining accurate accounting records of company receipts and/or disbursements.
2. Continuously high level of cooperation with other members of the administrative staff.

NEGRIL CHAMBER OF COMMERCE**Review of Jobs****Job Description**

Job Title	Accounting Clerk
Company	Negril Chamber of Commerce
Department	N/A
Unit	N/A

Required Education and Skills

1. At least 5 GCE O'Levels or 5 CXC (General including Mathematics, Accounts, English and two other subjects).
2. Level 2 AAT or relevant professional accounting training from a recognized institution.
3. Must be computer literate or
4. Any equivalent combination of experience and training which provides the required knowledge, skills and abilities.

Specialized Techniques and Knowledge

1. Must knowledge of accounting theories and practices and accepted office procedures.
2. Ability to understand and follow complex oral and written instructions and technical or legal terminology.

Required Experience

At least 5 years experience in a similar capacity.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

N/A

Functional Relationships

Accountant (Part-time)

Liaises Internally With

Administrative Assistant
Secretary

Liaises Externally With

Bank

Core Functions

1. To develop marketing strategies and to effectively market and promote Negril locally and internationally as a place to invest recognizing the importance of the Environment.
2. To provide the Negril Business Community with relevant data on business trends particularly as it relates to Tourism locally and internationally.

Functional Responsibilities

1. Conduct efficient, effective marketing research in assigned.
2. Coordinate marketing research function with the executive members of the Board and the Manager.
3. Analyses the Chambers marketing and promotions performance, and develop corresponding objectives, capabilities and business goals.
4. Consult with members of the Negril business community and recommend appropriate market research programmes.
5. Analyses industrial (tourism and light industries) trends and competitors by tracking new products and market development.
6. Continually review statistical records and analyses of market potential and penetration with special emphasis on the tourism product.
7. Create forecasts for new products.
8. Establish marketing objectives, strategy, plans, budget and policies for research areas.

Authority

N/A

Performance Criteria

1. Continuous improvement in the quality of data provided.
2. Continuous improvement in the analysis of business trends and forecasting.
3. Continuous improvement in the image of Negril as a Tourist destination and a place for the development of light industries.

NEGRIL CHAMBER OF COMMERCE

Review of Jobs

Job Description

Job Title Research Clerk
Company Negril Chamber of Commerce

Required Education and Skills

1. Certificate in Marketing or Business Administration
2. Interacts well with people at a higher level.

Specialized Techniques and Knowledge

1. Very good at statistical analysis.
2. Computer literate.

Required Experience

At least 2 years experience in conducting market research and analysis.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

N/A

Functional Relationships

Market and Investments Officer

Liaises Internally With

Administrative Assistant
Secretary

Liaises Externally With

1. Jampro
 2. Jamaica Tourist Board
 3. Jamaica Hotel and Tourist Association
 4. Government Ministries
-

5. Chamber of Commerce (Locally)

Core Functions

To establish and maintain on a reliable data base that will facilitate the strengthening of the marketing and promotional activities of the NCC.

Functional Responsibilities

1. Maintains marketing data base, including catalogues, key codes and customer/prospect files.
2. Performs and oversee related data entry. Tracks ongoing market analysis.
3. Coordinate publicity for all the Chambers activities, and services as directed by the manager.
4. Assist in developing marketing plans and strategies.
5. Interacts with members of the business community as directed by the Marketing Officer.
6. Develop and maintain a data base on business activities in Negril (unemployment levels, training needs, number of business operating in the area, time of support services needed by and by who,).
7. Any other duties that may be assigned from time to time by the Manager or the Research Officer.

Authority

N/A

Performance Criteria

1. Continuous improvement in the quality of data provided.
2. Continuous improvement in the analysis of business trends and forecasting.

NEGRIL CHAMBER OF COMMERCE**Review of Jobs**

Job Description

Job Title	Ancillary Staff
Company	Negril Chamber of Commerce
Department	N/A
Unit	N/A

Required Education and Skills

1. At least Secondary Education.
2. Ability of communicate effectively.

Specialized Techniques and Knowledge

1. Read and understand written and oral instructions.
2. Can organize task and time to ensure timely completion of all projects.

Required Experience

No work experience necessary.

Reporting and Organizational Relationships*Report To*

The Manager

Supervision Given To

N/A

Functional Relationships

N/A

Liaises Internally With

Administrative Assistant
Secretary

Liaises Externally With

N/A

Core Functions

To assist in the routine day to day operation of keeping the office running smoothly.

Functional Responsibilities

1. Follows daily orders and assignments by manager to be completed on a priority basis.
2. Stocking of supplies.
3. Deliver mails within the community.
4. Move machinery and equipment.
5. Cleaning.
6. Perform additional duties as instructed.

Authority

N/A

Performance Criteria

Complete assignments in an efficient and timely manner.

NEGRIL CHAMBER OF COMMERCE

Performance Evaluation and Development Review

Employees Name	Position
Date of Appointment	Period of Report
Purpose of Evaluation Annual Probation Promotion Other _____	
Particulars of Reviewer Name _____ Position _____	

Appraisal in Respect of Performance Criteria			
Assigned job functions in keeping with standards set to meet organizations goals			
Rating	0 – Not applicable 1 – Does not meet requirements 2 – Meet requirements sometimes	3 – Successfully meets requirements 4 – Exceeds requirements 5 – Far exceeds requirements	
Performance Criteria	Results Achieved (yes/no)	Appraisers Comments	Ratings
Quantity 1. Production target achieved			
Service Quality 2. Customer satisfaction (external/internal) 3. Accuracy 4. Attention to detail 5. Work presentation			

Performance Criteria	Results Achieved (yes/no)	Appraisers Comments	Ratings
Dependability 6. Work effectively without supervision 7. Ability to meet deadlines 8. Attendance/Punctuality			
Cooperation 9. Contribution to team effort 10. Flexibility in dealing with organizational changes 11. Knowledge of job and job standards 12. Application of job knowledge			

S.M.A.R.T. Objectives/Tasks				
The major objectives/task must be agreed between employee and immediate supervisor at the start of the period to be reviewed.				
Objectives/Tasks	Agreed Completion Date	Results Achieved (yes/no)	Appraisers Comments	Ratings

Major Objectives for Next Review Period	
The objectives/tasks entered must be concise, results – orientated, as far as possible should relate to targets on the corporate work plan for the same period.	
1.	_____
2.	_____
3.	_____
4.	_____
5.	_____

Development Plan
Identify the following characteristics as demonstrated in the course of job performance. Cite examples where appropriate.

Major Strengths	Major Weakness

On the Job Training	Date Start	Date Finished	External Training	Start Date

Comments and Signatures	
Employee's Comments _____ 	
_____ Employees Signature	_____ Date
Appraiser's Comments _____ 	
_____ Appraiser's Signature	_____ Date
Reviewer's Comments _____ 	
_____ Reviewer's Signature	_____ Date

Performance Review Instructions

1. All information on the Staff Performance and Development Review Form should be in block capitals or be typewritten.
2. Strategic Objectives – The major objectives/task must be agreed between employees and immediate supervisor at the start of the period to be reviewed. The objectives/tasks entered must be concise, results – orientated, as far as possible should relate to targets on the corporate work plan for the name period.

Example

Objective - Adjustable five dental claims every day with 97% accuracy while reducing cycle time by 15%.

Specific – Adjustable dental claims,

Measurable – Adjustable five dental claims with 97% accuracy. Not perform all duties with accuracy.

Achievable – Adjustable five dental claims with 97% accuracy. Not perform all duties with 100% accuracy.

Results Oriented – Five dental claim

Time Frame – Every day

3. Managers/Supervisors are required to review periodically, the actual performance of each employee.
4. During the review, managers/supervisors are to evaluate the employees performance vis-à-vis the major objectives/tasks and other job related functions which had been set for the individual.
5. Managers/Supervisors must conduct a timely Performance and Development Review Interview with the incumbent.
6. After the Performance and Development Review Interview, the evaluator must discuss the performance ratings with the reviewer (that is the person to whom the evaluator reports).